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16 JAN 1979

MEMORANDUM FOR: Associate Deputy Director for Administration

SUBJECT : Personnel Development Program (PDP)
Training Requirements

REFERENCE : O/S memo dtd 20 Dec 1974
DD/A #4-4993

1. Your query about how OTR plans to cope with greatly increased training requirements within available resources is interesting and timely. We have been studying this potential development for several months and continue to be impressed by its complexity and the apparent fact that demands for training are proliferating as the Agency and OTR become smaller. The challenge to do more with less is very real in OTR. Our adjustment will be gradual and will depend on some technological changes already under consideration and discussed below.

2. OTR needs to be more actively involved early in the development of PDP training plans. We can, I believe, contribute meaningfully to the selection of training programs for most of the career tracks identified in PDP. In return, OTR would gain information about required training with sufficient lead time to modify either existing programs or to develop new programs, more directly responsive to the requirements, resources permitting. As it is now, we do not know what will be required of us. Since the Office of Personnel has not yet received the PDP material from the Directorates. Consequently, the only specific data we have available is the referenced memorandum from the Office of Security and the tabulations in the Annual Personnel Plan (APP). As you know, APP is useful to OTR only as a general indicator of PDP requirements (see attached summary of FY 74 of APP results).

3. The automated Agency Training Record (ATR) in existence nearly 14 years is not, as presently structured, a particularly useful planning tool. The information stored in the ATR would be of great use to us, but it is not accessible. OTR's priority within the MAP projects has been low and it was just this week that OJCS agreed to accept our

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work order for a major redesign of the ATR. The ATR will allow us to keep track of the Agency employees trained and those yet to be trained. This kind of information, together with the PDP Training Requirements, will enable us to project the training workload rather accurately. We are also developing a "PDP Model" hoping to simulate the Agency PDP process, particularly the training requirements and their impact on OTR. The model has been designed and we are now collecting the data needed to support an operational model. The model should allow us to evaluate the effects of various strategies on reducing a PDP-generated training backlog.

4. For the present, I believe we must adopt a series of short-term actions designed to minimize the buildup of a backlog. Some of these actions are obvious: offer required courses more frequently, increase the size of classes, move instructors from low-priority programs to the PDP-related programs and provide equivalent programs using external training facilities. In addition, our recently completed costing exercise has surfaced some data that can assist us in finding ways to make more instructional time available. We can, for example, reduce an instructor's administrative workload by altering the work patterns of our training assistants. We can also reduce the administrative workload by developing and implementing more efficient registration procedures. The work order described in Paragraph 3 above will, in part, address the registration problem.

5. A basic assumption for our planning has been that the PDP Training Requirements will be focused on a relatively small number of internal training programs. The Office of Security memorandum and our own PDP Training Requirements seem to bear this out. If, however, this assumption later proves incorrect, then I see no opportunity for a completely satisfactory response to these requirements, given OTR's limited fiscal and personnel resources. More PDP-related courses means less instructor flexibility, less space flexibility and a larger training backlog. While I am determined that OTR provide an effective response to these requirements, I am sure you recognize that we are running close to the saturation point in many of the programs that could be likely candidates for PDP training plans.

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6. Finally, operating officials must understand that OTR will do its best to overcome the accumulated years of employee training deficiencies. However, we cannot do this in a year or two; it probably will take several years to reduce the expected backlog to the point where PDP training goals can be met on an entirely current basis.

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